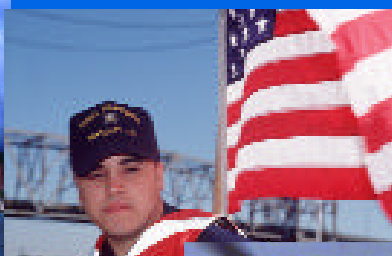


Commandant's Direction



2002



*Poised to transform
our Coast Guard...*

*...Confident in our
enduring character*

The Coast Guard has a rich history of meeting our nations needs, of being always ready for the call, by providing our military, maritime and multi-mission services whenever and wherever needed. Key to our success has been the integrity, professionalism and adaptability of our people, and the multi-mission capability embedded in our cutters, aircraft, boats and systems.

Now we are poised to transform our Coast Guard to meet the demands of the 21st century, confident in the enduring character of our service, strengthened by our core values of honor, respect and devotion to duty, and renewed in our sense of purpose and commitment to serve America.

The Coast Guard will continue our national and international leadership in all of our missions. However, we are challenged as few times before in nearly 212 years of history to rebalance our mission emphasis to meet an emergent national mandate. As we respond to this call for action, we must place our immediate focus on strengthening our maritime security capabilities, yet be careful to do so with a watchful eye on our full mission set. Each mission is inherently connected with the other, and excellence in all is the rightful expectation of the American public.

We must be forever vigilant and always ready for the call. To ensure the high level of performance America expects and deserves, we will:

- * Take affirmative steps to improve current and future **readiness**,
- * Place renewed emphasis on the growth, development and well being of Coast Guard **people**, and
- * Aggressively reinforce our **stewardship** of the public trust.

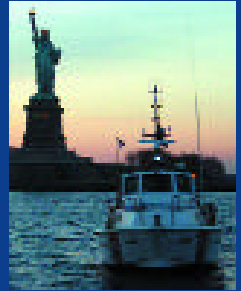


Admiral Thomas Collins
Coast Guard Commandant

Readiness

Capable... competent... and vigilant in all mission areas.

Superior operational service is our core purpose, and we have long been recognized as the worlds best Coast Guard. America expects that we will bring the same level of professionalism and maritime leadership to the war on terrorism that has traditionally been reflected in the conduct of our missions. We must be ready in all of our mission areas, while building our maritime security capability as a priority. As the lead federal agency for maritime safety and maritime homeland security, we will do all within our power to ensure that our units employ sound and safe doctrine and tactics, are supported with vibrant integrated logistics systems, are adequately staffed with properly trained people, and are equipped with modern and well-maintained cutters, boats, aircraft, equipment and facilities.



Units will operate to the level that our support systems can sustain, within prescribed employment and crew fatigue standards, while aggressively managing risk.

To improve our current and future readiness we will:

- Build robust maritime homeland security strategies, capabilities and competencies.
- Design and implement a maritime domain awareness capability that provides integrated afloat, ashore and airborne C4ISR that is focused on meeting both the informational needs of decision makers and the tactical needs of operational commanders. Ensure supporting C3 organizational structures exist at the port level to meet tactical mission objectives.
- Ensure our future readiness by leveraging the integrated deepwater system project, the national distress and response system modernization project and forthcoming homeland security initiatives as significant steps in the strategic recapitalization of our required operational and support capability.
- Build strategic partnerships to enhance mission outcomes at all levels - federal, state and local; international, regional and bilateral; public and private - to bring clarity to mission planning and execution and leverage the capabilities of Coast Guard forces and force structure.

People

The Coast Guard committed to our people... and our people committed to the Coast Guard.

People are center-stage and will be the main focus of my attention. Our ability to attract, develop, retain, and deploy a quality workforce is the key to the Coast Guard's future — it must be a top priority and is perhaps our greatest challenge. Coast Guard people will increasingly operate in a more complex and technologically sophisticated environment, characterized by new deepwater cutters, superior response boats, upgraded aircraft systems, advanced command, control and communication systems and greater information connectivity at all levels of the organization. Transforming our service with this new technology requires that we transform our dedicated and professional workforce with the same care and foresight. To achieve these goals we must restructure decades-old human resource policies and processes - and be more agile in adapting to the new marketplace for people, provide for quality of life and workplace, and ensure performance-based policies to manage our workforce.

To increase commitment to our people we will:

- * Emphasize education, training and professional growth for the workforce.
- * Grow the workforce to meet increasing mission demands. Identify new strategies to recruit, retain and train and deploy a diverse, highly capable and flexible workforce.
- * Implement restructured personnel, operations and support systems that guide assignment and advancement. The goal is to attain greater stability and flexibility for the workforce and achieve better quality of life and work. The necessary investments to achieve this are a priority.
- * Design human resource-sensitive requirements into the acquisition of new hardware, into the implementation of new policies driven by the changing security environment, and into the design and deployment of new information technology systems.



Stewardship

Aligned from top to bottom and bottom to top... embracing innovation, technology and effective management practices to achieve measurable outcomes.

The Coast Guard has earned an enviable reputation for excellence in managing our resources, due largely to the foresight and dedication to core values of Coast Guard people. Knowing what to do (our mission portfolio) is important: engaging our strengths and capabilities, and unleashing our collective ingenuity and resourcefulness as we consider how to accomplish every mission is imperative. We must continue to drive toward customer-focused and outcome-based operations. We should exhort our people to identify and embrace necessary change, employ their creative talents, share new ideas, and deliver the highest quality of service to the American public.



To strengthen our stewardship of the public trust we will:

- Strive to be the best led and best managed organization in government.
- Inspire a culture of innovation and process change, and ensure the creative infusion of technology in all mission areas to enhance productivity and reduce workload, while driving toward quality outcomes.
- Take advantage of the opportunities presented by our systems acquisition initiatives, like the Integrated Deepwater System Project. These systems acquisitions necessitate that we develop strategic relationships with vendors and revolutionize our operational and support processes to the advantage of the American public, Coast Guard people, and overall Service excellence.
- Deliver measurable results that support the President's Management Agenda, and directly contribute to achieving the desired outcomes of the Department of Transportation Strategic Plan and the Coast Guard Strategic Plan.

*America's Lifesaver and
Guardian of the Seas*

*Ready today...
Preparing for tomorrow*



U.S. Department of Transportation
U.S. Coast Guard

